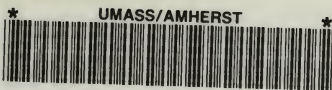


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MASSACHUSETTS DEPARTMENT OF REVENUE



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WHERE WE'VE BEEN

GOVERNMENT DOCUMENT
COLLECTION



WHERE WE'RE GOING

A Message from the Commissioner
to
Every DOR Employee

THANKS!

Congratulations and thanks to one and all for a truly remarkable fiscal year 1985. The fact that we accomplished so much was due to a team effort in which everyone can and should take pride.

When the Governor and top state officials speak of exemplary state agencies, they cite the Department of Revenue and the amazing results that we have achieved through innovation, commitment and team work. You have helped take DOR along the road toward becoming a model state agency here in Massachusetts and one of the finest revenue departments in the country.

In the past two years, we have produced an incredible 28% increase in revenues to help fund state and local public services. Tough enforcement against delinquents and evaders, combined with professional customer service for honest taxpayers, yielded lots of good will and a half billion dollars in **increased voluntary compliance!** That's people all over Massachusetts deciding to willingly pay their taxes because of your hard work.

Whether it's our incredible fast refund program or our aggressive seizure unit or our successful property revaluation efforts, your success has not gone unnoticed or unappreciated by your fellow citizens--or by revenue departments across the nation.

You should feel good about what you do and where you work. So that you can better share that feeling with family members and friends, I am putting this message of thanks in this brief brochure that tries to capture some of the achievements of which we should all be extremely proud.

Tough Enforcement



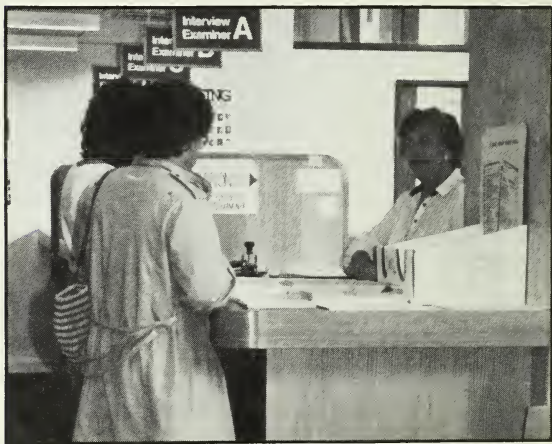
Let's look first at some of the enforcement milestones along the way to our record collections. In fiscal 1985 we:

- **Increased** the number of seizures of the property of major tax delinquents by 74%.
- **Collected** \$6.9 million in our Bankruptcy Unit--a 39% increase over the prior year.
- **Opened** the 128/495 (Natick) Regional Office to provide a new and strategic presence in the state's most thriving economic area. "Operation Clean Sweep", a pilot project run by that Office, identified \$3 million in unpaid taxes, an average of \$550 for every hour spent on that project!
- **Increased** In-State Audit production by 18%--double what was assessed just four years ago.
- **Averaged** \$834,000 per auditor in our Multistate offices. The staff of the New York City Office led the way with an average of \$1.9 million each!
- **Stepped up** our criminal enforcement campaign with new cooperative efforts with police and prosecutorial agencies. The year's results included the longest jail sentence for tax evasion in the state's history, and DOR involvement in indictments against organized crime figures.

Treating Honest Taxpayers As Valued Customers

In providing improved service to honest taxpayers--the vast majority of our customers--we:

- **Simplified**, rewrote and redesigned the personal income tax Form 1 and its instruction booklet for the first time in nearly two decades.
- **Provided** free assistance to a half million taxpayers during the filing season. The help was provided not just in DOR offices across the state but in outreach visits to shopping centers, city and town halls and senior citizen centers. Where needed, it was also provided in six different languages.



- **Made and kept** a pledge to provide four-week turnaround on refunds for those filing by early March. In fact, we ended up doing far better than that. Ninety percent of all 1.7 million refund returns filed right up to the April 16 deadline went out within the promised time. Most of them were out in less than 15 days, and some in as little as three!
- **Developed** a new and simpler corporate tax form (Form SBC) designed to save time and money for small businesses.

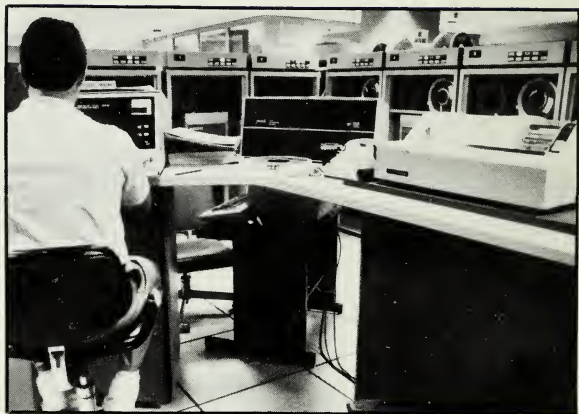
Helping Cities & Towns To Help Themselves

In our ongoing work with cities and towns through the Division of Local Services we:

- **Initiated development** of a Computer Assisted Mass Appraisal or CAMA system to help local officials maintain at minimum cost the full and fair cash value assessments achieved in the long revaluation process.
- **Assisted** 54 pilot communities in converting their accounting systems to new professional standards.
- **Got out** the "Cherry Sheets" with vital local aid figures earlier, and distributed the information more broadly, than ever before.
- **Provided** decisive free consulting and analytical assistance, using the Municipal Data Bank, to scores of communities from Savoy to Lynn which asked for help in understanding their fiscal problems. The assistance also involved identifying realistic solutions.
- **Provided** improved advisory services to local officials on the implementation of new laws and procedures, and continued the smooth implementation of Proposition 2½.
- **Issued** the results of an unprecedented two-year audit of the practices of the Somerville Board of Assessors--a report that led to their removal, and replacement by a professional staff.



Efficient and Professional Operations



Our successes in enforcement and service depend in many ways on critical but little heralded improvements in systems, equipment, facilities, and programs for employees. In that connection, last year we:

- **Introduced** the Department's first 100 micros and wordprocessors and began a three-year program of Department-wide office automation.
- **Automated** the corporate excise tax collection system, an innovation which cut the time for corporate refunds by months.
- **Installed** a state-of-the-art telephone system to improve service in the Taxpayer Assistance Bureau--allowing us to answer almost 20,000 calls during our busiest week with an average waiting time of less than 20 seconds.
- **Provided** 42,000 hours of professional training courses and instructional opportunities to employees--the second year of a new commitment to making high quality classes and career development programs accessible to all employees.
- **Moved** into handsome, professional new quarters in Hyannis, the Little Building, New York City and Pittsburgh, PA.

What About This Fiscal Year?

Our challenge this year is to set targets even higher, to expect success, and to demand it from ourselves **for each other**.

We have an even more ambitious set of specific initiatives ahead of us this fiscal year. I'm convinced we'll match and exceed last year's list of accomplishments if we **all** keep in mind and pursue together the same basic themes:

1. **COMMUNICATE.** We need to do a better job of sharing what we know with each other and of keeping each other informed about what's new, what works, what doesn't, and where we can learn from each other.
2. **TAKE RESPONSIBILITY.** Don't pass the buck, don't point fingers, and don't kick responsibility up the ladder. If we all take it upon ourselves to pull hard for each other, the results will be dazzling.
3. **AIM FOR EXCELLENCE.** Yes, we should and must be driven by the bottom line, but never at the expense of quality, professionalism, fairness, and value. In all we do, we can be the best, we can set new standards, and we should strive for excellence.
4. **INNOVATE.** Technical tools are increasing all around us, we have a new union contract in the final stages, better space and facilities. Find new and better ways of justifying the taxpayers' investment in us.
5. **PARTICIPATE.** A Quality of Working Life (QWL) Program will soon formalize the labor-management participation programs so many of you have been involved in. We need everyone's input to get the job done. Those of you opening mail, keying data, collecting, auditing, and providing support are vital to decision making. We'll be asking your advice more than ever and we'll all be better for what you can provide.

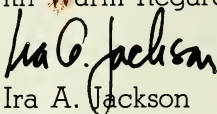
This brochure is one small way for me to say thanks for all you've contributed in the past year. Your accomplishments over the past year make me confident about this year. In fact, for the months of July and August of FY 1986, you have already:

- **Collected** \$36M in delinquent taxes in the Compliance Bureau, up 170% over the first two months of FY 1985!
- **Increased** the number of seizures 54% over the same period of FY 1985.
- **Assessed** \$20M through the Audit Bureau, 45% more than last July and August.
- **Assessed** \$9M through Multistate audits, up 175% over July and August of FY 1985!
- **Collected** \$3.4M in the Bankruptcy Unit, up nearly, 300% over the same period of last year.
- **Worked together** to implement the new local options taxes--an effort which required the cooperative efforts of 8 separate DOR divisions.
- **Provided** funding for twice as much professional training this year than last.

Simply stated: **Fantastic!**

Whether it's refunds or collections or audits or local services or computer operations or taxpayer assistance ... wherever you are in DOR, whatever job you do ... let's stay proud of who we are and how we do it.

With Warm Regards,



Ira A. Jackson
Commissioner
1 October 1985